Project and Change Management [L5M8]

Target Audience: Provides senior buyers, contract and supply chain managers with the expertise to improve organisational procurement and to fulfil organisational objectives. It gives you the knowledge base to reduce cost, improve quality and timescales, manage the supply chain and deal with legal issues

Hours: 60 Hours

Pre-requisite: You will need to have achieved the CIPS Level 4 Diploma in Procurement and Supply.

1.0 Understand aspects of projects in organisations

1.1 Analyse aspects of projects in organisations

• The relationship between programmes and projects

• Stakeholder identification, analysis and involvement

• Measures of safety, quality, cost and delivery

• Success and failure of projects

• Elements of projects

• Work breakdown structure

1.2 Evaluate the impact on supply chain relationships of

undertaking projects

• Supply chain networks for projects

• Relationships with sub-contractors

• Consortiums and joint ventures for projects

• Traditional and contemporary relationships

• Project partnering and strategic partnering

1.3 Analyse the resources for projects

• Resource loading and levelling

• Multi project scheduling and resource allocation

• Information technology systems for project

management

• Leading and managing projects

• Critical chain methodology

• Asset finance and the role of banks

1.4 Analyse the project life cycles of projects

- Perspectives on project life cycles

- Project initiation

- Organising projects and project implementation

- Co-ordination in project management

- Project control

- Project closure

- Project review

2.0 Understand the concept of organisational change and how it can be achieved

2.1 Analyse the types of organisational change

- Evolution

- Adaption

- Revolution

- Reconstruction

- Closed, contained and open-ended change

2.2 Analyse situations that lead to organisational change

- Organisational life cycle

- SWOT and PEST analysis and factors

- Internal drivers

- Future trends and innovation

- Multiple-cause diagrams and simultaneous change

- Changes in management and structure

- Cycle of competitive behaviour and reactive

breakpoints

2.3 Evaluate organisational responses to change

- Environmental turbulence

- Resistance to change

- Cynicism and scepticism

- The challenge of maintaining change

- The change cycle – loss, doubt, discomfort, discovery,

understanding, integration

2.4 Analyse methods to manage, achieve and maintain

change

• Collaborate, communicate, direct and coerce

• Clarify goals

• Refine methods and procedures

• Empowerment and ownership

• Incremental adjustment

• Lean and value stream mapping

• Monitor and maintain changes

• The change spectrum – hard (difficult) vs. soft

(messy) problems

3.0 Understand approaches to the planning and

management of projects and change initiatives

3.1 Evaluate structures for corporate governance

• Project boards/executive

• Project responsibility charting

• The use of project initiation documents

• Structures of project management such as project,

functional and matrix

• Project reporting

3.2 Analyse the common objectives for projects

• Identifying goals and objectives of projects

• The balance between cost, quality and time in

projects

• Technology project development

• Building sustainability into major projects

• Impact on the community for major projects

• Communicating project objectives to the supply

chain

3.3 Analyse approaches to the management of risks for

projects

• Identifying assumptions and risks

• Risk simulation

• Risk registers

• Risk accountability

• The management of risk in supply chains

3.3 Critically compare methodologies for the planning of

projects

• Sequencing activities

• Network techniques including project evaluation and

review techniques (PERT) and critical path method

(CPM)

• Gantt charts and baselines